



Proposal for Consulting Services
Lower Village Zoning Development

Prepared for:
Town of Stow, Massachusetts

Prepared by:
Dodson & Flinker, Inc.
Landscape Architecture and Planning
40 Main Street, Suite 101, Florence, MA 01062

In association with:
Barrett Planning Group, LLC
6 Resnik Road, Suite 201
Plymouth Ma 02360

and
Robert P. Mitchell, FAICP, Planning Consultant
151 Tremont Street, Suite 23A, Boston, MA 02111

DODSON & FLINKER

Landscape Architecture and Planning

May 14, 2020

Jesse Steadman, Town Planner
Stow Planning Department
380 Great Road
Stow, MA 01775

Dear Mr. Steadman,

Dodson & Flinker is pleased to submit this proposal for consulting services to assist the Town of Stow with **Lower Village Zoning Development**. For this engagement we will team with Judi Barrett of Barrett Planning Group and Robert P. Mitchell, FAICP, Planning Consultant. Bob, Judi and I bring to the project more than a century of combined experience with planning and zoning in Massachusetts, and have worked together on numerous projects. I will serve as project manager and principal point of contact.

As described in the following Scope of Services, the three of us will draw on our combined experience in Groton, Littleton, Grafton and numerous other village planning and zoning projects to help Stow's Planning Board set the right balance of density, uses and design expectations for the Lower Village. Through a series of virtual meetings and guided discussion we will present examples and best practices from similar towns and help you sort through alternatives for each aspect of the proposed zoning and design guidelines. Our goal is to help you achieve a consensus on uses, density, dimensional standards and other design decision points that provides an economic incentive for redeveloping the Lower Village while avoiding negative impacts on neighborhood character and quality of life. We will also review and comment on your current draft bylaw and, as appropriate, suggest changes and alternatives for your consideration. The results will be compiled into a detailed Technical Memo that will serve as the foundation of a final zoning bylaw and design guidelines.

We have carefully studied the RFP and acknowledge the receipt of addenda 1-3; our proposal is in full accordance with the same. Our team's qualifications and experience are attached to this proposal. We also have a website, dodsonflinker.com, with more information about our firm. Please let me know if you have any questions. I look forward to speaking with you about this exciting project.

Sincerely,



Peter Flinker, FASLA, FAICP, President
Dodson & Flinker, Inc.
40 Main Street, Suite 101
Florence, MA 01062
(413) 628-4496 ext. 103
peter@dodsonflinker.com

TECHNICAL PROPOSAL

Project Understanding and Approach

Stow has made remarkable progress over the last decade in clearing the way for revitalization of the Lower Village. Road improvements will enhance the appearance of the roadway and provide for vehicular, pedestrian and bicycle safety. Studies of water sources support plans for a shared water system. Most importantly, after years of effort by the Lower Village Revitalization Subcommittee of the Planning Board, Town planning staff and many others, the town has a clear vision for the Lower Village as a vibrant, walkable, mixed use center designed to complement the unique historic character of the Town.

With a draft village zoning bylaw and a good outline for design guidelines in place, the Town is poised to move forward. The challenge is to calibrate the zoning and design guidelines so that they produce the character and quality appropriate to the unique context of the village, without throwing up unintended barriers to investment.

Our team has been through this delicate exercise many times, in towns across New England. We have seen what works, and what doesn't work. While we don't have all the answers, working with you we are confident that we can set the best possible balance between great design, economic feasibility and quality of life for neighborhood residents.

Consensus-Building Process

The centerpiece of our proposed approach is a consensus-building process designed to lay a strong foundation for a final zoning bylaw and complete design guidelines package. We propose to lead the Planning Board and other stakeholders through a guided discussion – stretched out over a series of virtual meetings – designed to explore the best alternatives for density, dimensional standards, land uses and design standards and identify the best possible fit with the Lower Village. As a key part of this process, we will provide case studies to illustrate what other towns have done, and take an objective look at why some succeeded while others failed. While the scope of this phase of the project will not allow for drafting of a final bylaw and design guidelines, our hope is to help you make the key decisions that will allow those materials to be drawn up with maximum efficiency.

We anticipate the process will start with a site visit so that our team can tour the Lower Village and have you show us the key challenges and opportunities. We anticipate that most of our contact will be through virtual meetings, including a **kick-off meeting** following the site visit, a **zoning strategies workshop**, and a **final public forum** to present the results. These will be supplemented by additional conference calls or virtual meetings with Town staff and the Planning Board to review project progress and deliverables. Our preliminary plan for these meetings is detailed in the scope of services.

Division of labor

We have assembled a team with decades of experience in planning and zoning for downtowns and village centers. Peter Flinker will serve as project director and will lead in evaluating the current masterplan and assessing options for regulating design. Bob Mitchell will take the lead in reviewing existing and proposed zoning and further developing overall administrative structure and permitting process. Judi Barrett will contribute to each of these efforts, with a particular focus on housing opportunities, economic development goals, and the challenges of an evolving retail and real estate market.

Facilitating Public Engagement During the Pandemic.

Engaging the public in the planning process was hard enough before Covid19 sent everyone into isolation - yet the crisis has jump-started a broad experiment with on-line engagement that is already demonstrating some advantages over traditional in-person meetings, among them: reduced travel time, ease of access (at least for those with the appropriate devices), more flexible scheduling, and the availability of dynamic presentation, mapping, and recording tools.

Over the last 9 weeks, Dodson & Flinker has been working to test and deploy these tools to facilitate on-line public engagement in a broad range of public settings. While every project has its own public participation goals (and resulting challenges), we are finding success with workshops built around Zoom's video conferencing platform, supplemented by separate mapping, charting and diagramming applications that can be run in real time using Zoom's screen sharing features. Zoom also allows for small-group breakout session, as well as providing tools for real-time polling, where questions can be put to participants and the results immediately displayed. As with in-person meetings, the facilitator's ability to listen, observe and gently guide participants in meaningful discussion and decision-making remains perhaps the most important element.

Scope of Services

Task 1. Data Review and Project Kickoff

- A. Review Previous Projects and Reports.** In coordination with planning staff, the project team will identify and review applicable documents and data sets, including the March 30th, 2020 Draft Zoning Bylaw Update, the Lower Village Revitalization Subcommittee Final Report, Lower Village Business District Assessment and Market Analysis and Lower Village Visual Preference Survey Results. We will also review the 2010 Stow Master Plan, 2016 Open Space and Recreation Plan and any relevant regional planning documents to better understand the project context.
- B. Compile and Review Maps and Plans.** Dodson & Flinker will work with the planning department to compile and review relevant site plans and surveys of properties within the study area, including

current improvement plans for Route 117. We will compile available GIS data and prepare suitable base maps for use by the project team.

- C. Review Project Scope and Work Plan.** The project team will conduct a call or video conference with town staff to review the project scope, work plan and schedule and make any necessary adjustments. We will discuss the makeup of the project steering committee and work with town staff to coordinate the outreach strategy, including preparation of meeting agendas and supporting materials.
- D. Kick-off Meeting and Site Visit.** The project team will conduct a site visit with Planning Department Staff and others as appropriate, to walk the project area and hear firsthand some of the challenges and opportunities surrounding redevelopment of the Lower Village. This will be followed by an in-person or virtual meeting with a larger steering committee or working group made up of Planning Department staff, Planning Board members, the Economic Development and Industrial Commission and Lower Village Revitalization Subcommittee.

Task 1 Deliverables:

- Base Maps of the study area at a suitable scale and extent;
- Shared on-line project database with compilation of previous reports, studies, maps and data;
- Site visit and kick-off meeting with Working Group;
- Phone and email coordination with project team and local partners.

Task 2 . Assessment of Draft Zoning Bylaw and Preliminary Zoning Strategy

- A. Review of Existing Zoning and Draft Lower Village Business District Zoning Bylaw.** In consultation with the project team, Bob Mitchell, FAICP will prepare a review of existing and proposed zoning for the district, including text and map options, proposed administrative structure for permitting, as well as other town bylaws and regulations that may help or hinder redevelopment.
- B. Assessment of Alternative Zoning & Design Guideline Strategies.** After many years of effort, the town has developed a sophisticated understanding of Village Zoning and its principal elements. Our project team will review the proposed zoning structure and potential design strategies reflected in the town's RFP and prepare an assessment of those elements. For some of these we will have a clear recommendation, based on proven best practices and shared experience. For other elements we will outline the principal alternatives, and work with the Town to determine the best fit with the capacity of the Planning Board, Staff and other boards and departments. We will also work to identify approaches that best support the town's social, environmental and economic goals for the Lower Village.

This will likely include recommendations and alternatives for:

- Overall administrative structure and permitting process.

- Overlay vs. base zoning approach, including consideration of potential non-conformities.
- Process for regulating design, including format for design guidelines, application of form-based code and regulating plan, and creation of a design review committee.
- Design review through special permit process or separate review procedure.

The Town has made extraordinary progress in defining its vision for a walkable, mixed-use village in the New England vernacular, and understands that implementing this vision will require translating that vision into clear and objective standards for buildings, streets, parking lots, landscaping and other elements. While the scope of the project will not include development of a full design guidelines package, we will help you weigh the options and establish a consensus on key questions concerning:

- Desired uses and intensity of commercial development, as reflected in Floor Area Ratio, building size, number of stories, etc.
- Desired extent, density, and location of potential residential units, including provision for mixed-use buildings.
- Potential for including civic and institutional uses.
- Design of buildings, including orientation, façade treatment and architectural elements
- Design of streets and streetscapes, including universal access, bicycle accommodations, tree plantings and furnishings.
- Design of parking lots, interior drives and service areas, including alternatives for shared parking and service bays.
- Design of landscaped areas, including plant materials, paving and furnishings.
- Lighting , including safety and security issues, dark skies, etc.
- Size, location and design of signage
- Placemaking , wayfinding and branding alternatives.
- Incorporation of Low-Impact Development best practices
- Sustainable development standards, LEED for Neighborhoods, etc.

C. Zoning Strategies Workshop. The project team will facilitate a virtual workshop with the working group to present our zoning assessment and lead an in-depth discussion of alternative zoning strategies. As reflected in the Lower Village Revitalization Subcommittee’s final report and the draft Lower Village Business District Bylaw, the Town already has a clear vision for the Lower Village and understands the design elements that need to be part of the zoning bylaw.

However determining appropriate densities, dimensional requirements and design standards requires an understanding of how each of these will affect the economic feasibility of redevelopment as well as potential impacts on traffic, demand for town services, tax revenue, and neighborhood quality of life, etc. From a developer’s perspective, redevelopment is only possible if the resulting rental income will pay for it. Use, density or design standards that are too stringent will only guarantee that no one can afford to build the wonderful village the town

envisions. Conversely, local businesses that residents highly value may not be able to afford the increased cost of space in new buildings.

To untangle this knot, our team will search our collective knowledge and experience for the best examples from around New England - including failures as well as success stories. We will present case studies and examples of zoning strategies that other towns have used to foster village-style development, and discuss what happened as a result. We will provide examples of design guidelines for architecture, streetscape design, landscaping, signage, etc. and describe the strengths and weaknesses of different approaches, from simple written guidelines to form-based code techniques. Finally we will facilitate a discussion to evaluate which approaches are the best fit for the Lower Village.

- D. Technical Memo: Recommended Zoning Strategies for the Lower Village.** While we will likely not achieve a consensus on every element of the proposed bylaw, our goal will be to identify the key questions and alternatives that the town will have to decide in order to move forward. We will describe the results of the workshop and provide our final recommendations in a Technical Memo that can inform the next draft of the zoning bylaw and serve as the framework for detailed design guidelines. Where consensus is not achieved we will sort out the key issues and intersecting interests involved, and recommend a process for finding the best possible balance between them. We will present the technical memo to Town staff and the Planning Board for comment and make any necessary revisions.
- E. Public Forum.** After approval of the Memo by the Planning Board, the project team will facilitate a public forum to present the results and seek further comment on the findings and recommendations. Following the forum we will make final revisions to the Memo and provide our final recommendations to the Board for next steps in the process.

Task 2 Deliverables:

- Zoning Strategies Workshop with Working Group
- Draft and Final Technical Memo with review of existing and proposed zoning and recommended zoning strategies.
- Conference Call with Town Staff
- Public Forum to present findings and recommendations.

Project Schedule

The RFP states the goal of presenting the Lower Village Business District Bylaw and Design Guidelines to Annual Town Meeting in 2021. In order to provide time for drafting the final bylaw and other materials, the project phase represented by this proposal will ideally be completed by the end of the summer. We are prepared to begin the project as soon as possible and complete the work to fit the needs of the town. A preliminary schedule would be as follows:

	June	July	August	September
Project Initiation and Research				
Kick-off Meeting and Site Visit				
Review of Existing Zoning and Draft Bylaw				
Assessment of Zoning & Design Strategies				
Zoning Strategies Workshop				
Technical Memo				
Public Forum				

Qualifications

Planning and Design Experience

Dodson & Flinker is a landscape architecture and planning firm specializing in cutting edge strategies for sustainable community design and urban redevelopment. Founded thirty-four years ago as Dodson Associates, the firm pioneered the use of site planning and design principles based on historic precedents to blend new development with local architectural patterns and cultural landscapes. This work has earned Dodson & Flinker national awards for projects ranging from regional planning to urban and suburban revitalization, Smart Growth and sustainable site design.

The firm's public Landscape Architecture projects include schools, libraries, senior centers and town halls, as well as parks, ballfields, playgrounds and other recreation facilities. For private clients we focus on creative residential and mixed-use projects. Dodson & Flinker has developed a solid reputation for excellence in design combined with efficiency, cost-effectiveness and dedication to customer and user satisfaction.



Donovan's Farm: A new village in Norwell, Massachusetts



Visualizing Redevelopment: Darien, Connecticut

As a combined planning and design practice, Dodson & Flinker brings our “on the ground” design experience to bear on every planning project. This includes town-wide master plans as well as detailed plans for main streets and village centers, commercial corridors, affordable housing and recreation facilities. We also have extensive experience in open space and recreation planning, and understand how small parks and pedestrian systems within a village center can be linked into a town-wide systems of trails, greenways and recreation facilities.

Recognizing the critical importance of a workable implementation strategy, our work also focuses on helping towns to assess their zoning bylaws and subdivision regulations to bring plans to fruition. In the 20th Century, for example, many towns adopted a suburban growth model that forced development to spread across the countryside and outlawed multi-family housing and traditional village density. Over the last 30 years, Dodson & Flinker has led efforts to change zoning to once again promote the kind of compact, pedestrian-friendly growth patterns that have always made New England villages great places to live, work and play. Recent work includes a downtown masterplan and design guidelines for Groton, MA; village planning in Littleton, MA; planning workshops and a form-based code for Northampton and Florence, MA; and a visioning process and masterplan for Upton Center, MA.

Public Engagement

Uniting all our work is a commitment to effective and authentic public participation. Dodson & Flinker has designed and facilitated numerous public participation projects—often involving complex and controversial planning topics—and has become a trusted advisor to many New England towns. We have learned that visionary plans and great design ideas often fail for lack of public understanding and support—especially in small towns. As a result we focus on working with local residents and other stakeholders to craft achievable plans that have broad support in the community. We have designed and facilitated public engagement efforts, including visioning workshops and design charrettes, for more than 50 towns in Massachusetts, including recent work in Groton, Littleton, Wellesley, Upton, Natick, Medway and Grafton.



Dodson & Flinker’s design charrette for the “North 40” property in Wellesley helped convince residents to invest in one of the town’s last undeveloped parcels.

In the current Covid19 Crisis, Dodson & Flinker has been working to adapt our favorite public participation techniques to the world of virtual meetings. Using Zoom and other on-line platforms,

screen-sharing, interactive mapping and on-line polling, we find that the efficiency and ease of access (for those with access to the technology) in some ways make up for the limitations of working remotely. Working with planners at UMass and around the state, we are also experimenting with new digital tools that allow participants to engage in workshop materials, maps and polls on their own time.

Project Staffing

The bulk of the work, including all meetings, will be carried out by firm principals Peter Flinker, Judi Barrett and Bob Mitchell, with mapping, research and production support provided by staff in our respective offices as needed.

Peter Flinker, FASLA, FAICP Dodson & Flinker, Inc.



Peter is a registered Landscape Architect, and a Fellow of both the American Institute of Certified Planners and the American Society of Landscape Architects. He will serve as project director and principal point of contact with the Town. As president of Dodson & Flinker, Landscape Architects and Planners, he maintains an active portfolio of projects with public and private clients, including downtown revitalization, planning for greenways and open spaces, design of new communities, and sustainable design for schools and other public facilities. He has developed numerous training programs and award-winning publications in the areas of Smart Growth and Sustainable Development, including the *Rhode Island Rural Design Manual*, the *Urban Environmental Design Manual* and most recently, *Village Guidance: Tools & Techniques for Rhode Island Communities*.

Peter has a particular interest in the preservation of the New England landscape, including the special challenges of protecting historic downtowns and villages while accommodating 21st Century needs for vehicular circulation and parking. A skilled presenter, designer, and illustrator, Peter has worked with dozens of communities to help them visualize how to make their places better and to build political support for implementation. For many of Dodson & Flinker's municipal clients, Peter has applied these ideas to the development of illustrated design guidelines, form-based zoning codes, and site concept plans that help communities move projects from vision to reality.

Judi Barrett, Barrett Planning Group LLC



Judi Barrett will participate in meetings and workshops and provide input focusing on overall zoning strategies, housing issues and economic analysis. She brings over 30 years of experience in planning and community development to the Stoughton zoning engagement. She provides support to cities and towns on a wide variety of municipal planning engagements: comprehensive plans, downtown plans, community development plans, strategic plans for neighborhood revitalization, and park and open space plans. As an experienced fiscal impact analyst, Judi is frequently called upon for socioeconomic evaluations of major development

projects. Judi's planning practice includes extensive zoning experience. She has worked nationally on inclusionary zoning and has provided comprehensive regulatory reform, zoning audits, and recodification for over 40 communities in New England. She is a Chapter 40B Technical Assistance Consultant for the Massachusetts Housing Partnership (MHP) and the author of MHP's Chapter 40B Guidebook for Zoning Boards of Appeal (2017).

A frequent panelist and guest speaker at professional conferences and a trainer for several planning organizations, Judi was hired by the Citizen Planner Training Collaborative (CPTC) to develop a comprehensive update of CPTC's curriculum. Before establishing her own firm, she served as Municipal Services Director for RKG Associates, Inc., and Director of Planning with Community Opportunities Group, Inc. She also worked for DHCD and for the Town of Plymouth as Community Development Director.

Robert P. Mitchell, FAICP, Planning Consultant



Bob Mitchell, FAICP will take the lead in zoning reviews and recommendations for zoning structure and administrative strategies. He has more than 30 years of experience at the local, state, and private levels in authoring zoning codes, planning studies, comprehensive and strategic plans, and sustainable development. Bob has also been providing training to local officials at the state and national level for the past 20 years on land use, zoning tools and techniques, as well as administration, roles and responsibilities, ethics and meeting management issues. Prior to establishing his own planning consulting practice, he was the Special Assistant for Sustainable Development at the Massachusetts

Office for Commonwealth Development and Special Assistant for Planning Initiatives at the Massachusetts Office of Housing & Economic Development.

While in the Office for Commonwealth Development, he chaired the State Agency Sustainable Development Committee that initiated and managed the creation of the State Smart Growth/Smart Energy Tool Kit for use by the municipalities and their staff and boards. That tool kit includes modules and case studies on topics such as Traditional Neighborhood Design (New England town and village centers); Transit Oriented Development; Smart Parking and Form Based Codes. While in the Executive Office of Housing and Community development, he co- managed the development of the South Coast Rail Economic Development and Land Use Plan, which included the Town of Stoughton. He was involved with a number of the Stoughton planning and station studies funded through the Technical Assistance grant program.

Bob is the co-author of the forthcoming The Guidebook to Massachusetts Land Use, a comprehensive guide to state planning, zoning, subdivision, and other land use regulations, statutes and court decisions. He is a member of the American Planning Association (APA) and was inducted into the College of Fellows of the American Institute of Certified Planners in 2006.

Summary of Recent Team Experience

Below is a list of recent comparable projects completed by Judi Barrett, Barrett Planning Group LLC; Robert P. Mitchell FAICP; and Peter Flinker, Dodson and Flinker.

- Town of Tewksbury - Zoning Recodification and Update (Barrett and Mitchell)
- Town of Millbury – Master Plan Zoning Implementation (Barrett)
- Town of Bedford - Great Road Comprehensive Zoning Revision (Barrett and Mitchell)
- Town of Falmouth - Zoning Audit, Recodification, and partial Comprehensive Zoning Revision (Mitchell)
- Town of Salisbury – Salisbury Beach Overlay District, Town Center District, and Lafayette- Main Commercial District (Barrett)
- Town of Winchester – Comprehensive Plan (Mitchell & others) (focus on downtown and potential village center vision, design, revitalization)
- Town of Kingston - Zoning Audit, Recodification and partial Comprehensive Zoning Revision (Mitchell)
- Town of Hopkinton – Vision Plan (Mitchell)
- Town of Southbridge - Zoning Recodification and Update (Barrett)
- Town of Northfield - Comprehensive Zoning Revision/Master Plan Implementation (Barrett)
- City of Gloucester/MassHousing - Zoning Ordinance Revisions for New Housing Production (Barrett)
- Town of Lenox - Zoning Recodification and Update (Barrett)
- Town of Littleton – Senior Residential Development and Accessory Dwelling Unit Bylaws (Master Plan Implementation)
- Town of Groton – Business District Zoning and Design Guidelines (Barrett & Flinker)
- Town of Littleton - Zoning Revisions/Master Plan and Housing Plan Implementation (Barrett)
- Town of Littleton – Master Plan Village Charrettes, Transit Village Visioning (Barrett & Flinker)
- Town of Needham - Needham Center Zoning Revision (Barrett)
- Town of Princeton - Zoning Revisions/Master Plan Implementation (Barrett)
- Windsor, CT – Development Scenario Planning for Town-Owned Sites (Dodson & Flinker)
- Danvers, MA – Neighborhood master plan and Form-Based Code (Dodson & Flinker)
- Northampton, MA – Business District Masterplans and Form-Based Code (Dodson & Flinker)
- Medway, MA – Oak Grove Masterplan and Form-based code
- Grafton, MA – Village Masterplans, Zoning and Design Guidelines
- Natick, MA – Low Impact Development Zoning Bylaw and Development Regulations
- Wellesley, MA – Natural Resource Protection Zoning Bylaw

Additional qualifications for Dodson & Flinker and our project partners may be found at the end of this proposal.

References

For Dodson & Flinker and Barrett Planning Group:

Town of Littleton

Maren Toohill Planning Administrator/Permit Coordinator
(978)540-2425

mtoohill@littletonma.org

Projects: Littleton Masterplan (2017); Littleton Transit Village Visioning (2019)

Town of Groton

Michelle Collette

Former Groton Town Planner
(978-448-1105)

mcollette@townofgroton.org*

Projects: Groton Master Plan; Groton Economic Development Strategy; Groton Housing Production Plan; Station Avenue Masterplan; Groton Center Plan and Village Zoning; Groton Center Design Guidelines.

**Michelle is still reachable through Town Hall even though she is semi-retired.*

Town of Wellesley

Meghan Jop, Deputy Director, Town of Wellesley
(781) 431-1019, Ext. 2201

mjop@wellesleyma.gov

Projects: Housing Production Plan; Chapter 40R Technical Assistance (Wellesley Office Park Chapter 40R District); North 40 Charrette and masterplan; Natural Resource Protection Zoning.

For Dodson & Flinker:

Town of Grafton

Joseph Laydon, Former Grafton Town Planner (now Assistant Town Administrator in Littleton) (978) 540-2463

Projects: North Grafton Transit Village Masterplan and 40R Design Guidelines (2017); Worcester Street Corridor Plan (2018); Village Mixed Use Zoning (2019)

Town of Upton

Kelly A. McElreath

Town Clerk and Assistant to the Town Manager
(508) 529-3565

KMcElreath@uptonma.gov

Projects: Upton Center Visioning Project (2018-2019); Upton Municipal Community Center Feasibility Study (2019)

For Barrett Planning Group:

Town of Millbury

Laurie Connors, Planning Director

(508) 865-4754

LConnors@townofmillbury.net

Project: East Millbury/Route 122 Land Use Analysis & Rezoning

Town of Salisbury

Neil J. Harrington, Town Manager

(978) 462-8232 ext. 101

nharrington@salisburyma.gov

Projects: Salisbury Beach District Zoning Revision, Main Street/Lafayette Road Plan and Zoning Implementation, Inclusionary Zoning Revision, Salisbury Housing Plan

Judi Barrett & Bob Mitchell FAICP:

Town of Tewksbury

Steven Sadwick, FAICP, Assistant Town Manager

(978) 640-4370, x238

ssadwick@tewksbury-ma.gov

Projects: Master Plan and Zoning Bylaw Revision (*Judi Barrett and Bob Mitchell work as a team on zoning for the Town of Tewksbury*)

Town of Bedford

Tony Fields, AICP, Planning Director

(781) 275-1548

afields@bedfordma.gov

Project: Bedford Road Comprehensive Rezoning Initiative (*Judi Barrett led this project with support from Bob Mitchell*)

Bob Mitchell FAICP:

Town of Falmouth

Brian Currie, AICP (recently retired)

Project: Comprehensive Zoning Revision Brian Currie, AICP

774-283-2792

briancurrie77@gmail.com

(*Bob Mitchell is writing the comprehensive zoning revision for Falmouth as part of a team with Bob Ritchie*)

PRICE PROPOSAL

The Dodson & Flinker Team, including Barrett Planning Group and Robert P. Mitchell FAICP as subcontractors, will complete the Lower Village Zoning Development Project for an all-inclusive lump sum fee of **\$20,000.00**

This will be divided as follows.

Tasks	Dodson & Flinker	Barrett	Mitchell	Task Subtotal
Task 1. Data Review and Project Kickoff				
Review Projects and Reports	\$500	\$375	\$375	\$1,250.
Review Maps and Plans	\$500	\$125	\$125	\$750.
Review Scope and Work Plan	\$250	\$250	\$250	\$750.
Kick-off Meeting and Site Visit	\$500	\$500	\$500	\$1,500.
Task 2. Assessment of Draft Zoning Bylaw and Preliminary Zoning Strategy				
Review of Existing Zoning and Draft Bylaw	\$500	\$375	\$750	\$1,625.
Assessment of Alternative Zoning & Design Strategies	\$3,750	\$500	\$750	\$5,000.
Zoning Strategies Workshop	\$1000	\$625	\$625	\$2,250.
Technical Memo	\$3,500	\$750	\$1,125	\$5,375.
Public Forum	\$500	\$500	\$500	\$1,500.
Fee Totals	\$11,000	\$4,000	\$5,000.	\$20,000.

Our hourly rates are as follows:

Principal: \$150-\$175/hour

Associate: \$110-\$135/hour

Assistant: \$75-\$100/hour

Please see attached price quote form.

Town of Stow

PRICE Quote

This form shall be used by the Contractor as their Price Quote, for the purposes of compliance with Chapter 30B of the Massachusetts General Laws. Contractors must fill out this form for each year of the contract in its entirety and submit it in a separate envelope as their Price Quote.

Quote Price for Entire Project (in numbers): \$ 20,000.

Quote Price for Entire Project (in words):

Twenty Thousand Dollars

The undersigned agrees to provide the Town of Stow with the entire services as detailed in the above defined Request for Quote at the price stated above:

Company: Dodson & Flinker, Inc.

Authorized Signature: 

Name and Title: Peter Flinker, President

Date: May 14, 2020

Phone Number: (413)628-4496 ext. 103

Email: peter@dodsonflinker.com

Company Address:

40 Main Street, Suite 101

Florence, MA 01062

Town of Stow

STATEMENT OF TAX COMPLIANCE

Pursuant to M.G.L. c.62C, S.49A, I certify under the penalties of perjury that, to the best of my knowledge and belief, I am in compliance with all the laws of the Commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

NAME OF PROPOSER(S):

Dodson & Flinker, Inc.

SIGNATURE(S):



PRINTED NAME(S):

Peter Flinker, President

NAME OF BUSINESS:

Dodson & Flinker, Inc.

ADDRESS:

40 Main Street, Suite 101

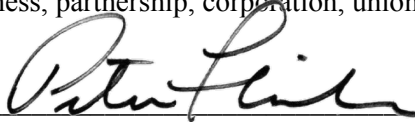
Florence, MA 01062

SOCIAL SECURITY NUMBER(S) OR FEDERAL ID NUMBER: 04-3477432

Town of Stow

CERTIFICATE OF NON-COLLUSION

The undersigned certifies under the penalties of perjury that this quote has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, club, or other organization, entity, or group of individuals.

A handwritten signature in black ink, appearing to read "Peter F. Linder", written over a horizontal line.

(Signature of individual submitting Quote)

DODSON & FLINKER

Landscape Architecture and Planning

PETER FLINKER

Landscape Architect & Planner
FASLA, AICP CEP, AICP CUD

PROFESSIONAL EXPERIENCE

President, Dodson & Flinker, Inc. (formerly Dodson Associates)

Landscape Architects & Planners, Florence, Massachusetts

Principal: 1998 - Present

Project Manager and Landscape Architect: 1987-Present

Landscape Architect and Certified Planner on projects ranging in scale from residential and commercial site design to regional planning. Active in exploration of the use of creative design and alternative technologies to accommodate growth in changing urban, suburban and rural landscapes. As an author and illustrator, has prepared numerous publications designed to help both professionals and laypeople understand complex planning and design concepts, including the award-winning South County Design Manual, the Urban Environmental Design Manual and the Rhode Island Conservation Development Manual. A frequent presenter to conservation groups, town boards and professional organizations on the topics of Smart Growth and Sustainable Development, has facilitated dozens of charrettes for Main Streets, village centers and highway corridors, and prepared numerous master plans and construction documents for schools, parks and other public facilities.

SELECTED CURRENT AND RECENT PROJECTS

A leader in planning and design for schools, parks, streetscapes and other public facilities that balance creative site planning with efficient and cost-effective design strategies. Active in helping communities create master plans for historic districts, main streets and sensitive environmental areas. Selected projects over the last five years include:

Downtown and Florence Masterplan & Form-Based Code | Northampton, MA (on going)

East Milton Square Masterplan and Zoning Strategies | Milton, MA (on going)

Upton Center Masterplan | Upton, MA (2019)

Natick Low Impact Development Zoning | Natick, MA 2019

Littleton Comprehensive Plan | Littleton, MA 2018

Village Resilience and Complete Streets Project | Vinalhaven, ME 2017

North Grafton Transit Village | Grafton, MA 2017

Groton Master Plan | Groton, MA 2017

Downtown Master Plan and Form-Based Code | Danvers, MA 2016-2018

Kingston Comprehensive Plan | Kingston, MA 2016

East Hampton Hamlet Master Plans | East Hampton, NY, 2016

Business District Master Plans | New Canaan, CT 2015-2016

Downtown Charrette and Form-Based Code | New Bedford, Massachusetts, 2015

AWARDS

American Planning Association - Massachusetts Chapter:

2013 Planning Project Award for the Turners Falls Downtown Livability Plan

Boston Society of Landscape Architects:

2019 Merit Award in Analysis & Planning for Montauk Hamlet Master Plan

2012 Merit Award in Analysis & Planning for the Exeter Visions Project

2007 Merit Award for the Urban Environmental Design Manual.

2006 Honor Award for The Rhode Island Greenspace Program.

2006 Honor Award for The Blackstone River Visioning Project.

1992 Merit Award for Mansfield Training School Masterplan.

American Society of Landscape Architects:

2003 Merit Award in Analysis & Planning for the Buffalo Bayou Masterplan, Houston, TX.

2002 Honor Award for The South County Design Manual.

Rhode Island Historical Preservation and Heritage Commission:

2002 State Historic Preservation Planning Award, for South County Watersheds Technical Planning Assistance Project.

PROFESSIONAL REGISTRATION & MEMBERSHIPS

Massachusetts Registered Landscape Architect #976

Fellow, American Society of Landscape Architects, 2017

Member, American Institute of Certified Planners, 2000.

AICP Certified Environmental Planner, 2011

AICP Certified Urban Designer, 2011

ASLA Centennial Community Assistance Team: New England Greenway Project

Founding Member, Mill River Greenway Initiative

Massachusetts Certified Municipal Vulnerability Preparedness Provider, 2017

EDUCATION

University of Massachusetts at Amherst - Masters in Landscape Architecture, 1987

Hope College, Holland, Michigan - Bachelor of Science in Biology, 1982

OVERVIEW OF RECENT URBAN DESIGN AND ZONING PROJECTS



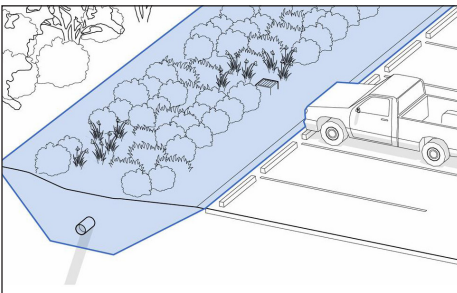
Wilson Opportunity Sites Masterplan | Windsor, MA (2019)

Dodson & Flinker worked with Glenn Chalder of Planimetrics to explore redevelopment scenarios for two town-owned sites at the gateway to the historic village of Wilson. Through a series of facilitated workshops with local stakeholders, the team developed ten different approaches to revitalizing the area, ranging from single-family housing to apartments, townhouses and mixed use. The results will form the basis for revising the zoning to be more compatible with the Town's goals.



Form-Based Code | Northampton, Massachusetts (2017-2019)

The project began with creation of a form-based code for Northampton's public realm - detailed standards and illustrated design guidelines for streets, sidewalks and public gathering places. In phase II, Dodson & Flinker has been working to extend the code to address the private realm of buildings, parking and other improvements. In the business center of Florence, one of Northampton's historic mill centers, the team led a series of public workshops to enlist residents and business owners in crafting a masterplan for future growth.



Natick Low Impact Development Zoning | Natick, Massachusetts (2019)

Dodson & Flinker is assisting the Town of Natick in the creation of low impact development regulations for adoption into the town's zoning bylaws. Through an interactive, stakeholder-driven process we are crafting regulations that encourage the use of nature-based solutions to stormwater management, align with practices of Open Space Residential Design and the State's model Natural Resource Protection Zoning, and build climate change resilience into future development.



Masterplans and Form-Based Code for Maple Street and Downtown Danvers, Massachusetts (2017-2018)

Dodson & Flinker prepared a masterplan for a former industrial neighborhood on the north end of Downtown Danvers. After successful public process including design workshops and site visits, the firm worked with Brovitz Community Planning and Design to draw up a form-based zoning ordinance to guide redevelopment area, which was enacted by Town Meeting in November 2017. In 2018 the team was engaged to repeat the planning and zoning process for Danver's entire downtown.



Greenbush Form-Based Code | Scituate, Massachusetts (2016-2018)

Dodson & Flinker worked with Ted Brovitz to develop visionary masterplans for the town's two transit villages at North Scituate and Greenbush. Working with the Economic Development Commission, the team toured each site, prepared GIS overlays to assess development potential, and explored potential ideas for infill development, new parks and trails, improved traffic and pedestrian connections, architecture and landscaping. The team incorporated these design ideas into a regulating plan and form-based code for the Greenbush area that was adopted in 2018.



Illustrated Sign Bylaw | New Bedford, Massachusetts (2018)

Dodson & Flinker teamed with Brovitz Community Planning and Design to prepare an illustrated sign bylaw for New Bedford. The bylaw is designed to go beyond the usual technical and dimensional standards to describe specific design requirements that help signs work better for businesses while also enhancing the historic character of the community.



Transit Village Masterplan and Zoning | North Grafton, MA 2017

Dodson & Flinker prepared a master plan for the area around Grafton's commuter rail station, as well as a second site at the western gateway to the town. A series of public meetings and design workshops provided critical input on the needs and desires of residents and business owners. The final masterplans provided a vision for each site, which was incorporated into a revised village overlay district that was approved at Town Meeting in 2018.



Grove Street Master Plan | New Canaan, Connecticut (2016)

Dodson & Flinker led a team to help the town evaluate potential redevelopment scenarios for a key downtown block adjacent to the commuter rail station. The public was engaged through a series of charrettes with land and business owners, neighborhood residents and the public at large. Three-dimensional digital models helped participants explore and react to a variety of redevelopment alternatives with varied site planning approaches, density and architectural treatment.



Route 7 Corridor Masterplan and Code | Town of Shelburne, VT (2015)

Dodson & Flinker helped plan and facilitate a town-wide charrette leading to a masterplan for the Route 7 commercial strip at the key northern gateway to the historic town of Shelburne, Vermont. Following the charrette the firm worked with the project team of Howard/Stein-Hudson and Broadreach Planning to draw up a regulating plan and form-based code, adopted in 2017, that will help the town transform an ugly commercial strip into a series of attractive pedestrian centers.



Cross & Vitti Neighborhood Study | New Canaan, Connecticut (2015)

Dodson & Flinker led a team to create a masterplan and implementation strategies for a key area on the edge of New Canaan's historic downtown. Beginning with stakeholder interviews and an internal workshop, the process culminated in a town-wide charrette designed to build consensus in support of changing the area from an automobile-dominated area to a pedestrian-friendly district with a mix of residential and commercial uses.



Commercial District Masterplanning | Darien, Connecticut (2015)

Dodson & Flinker led the design element as part of a team addressing the future of two key commercial centers, Downtown and Noroton Heights. Access to the Northeast Corridor Rail service and I-95 creates extraordinary opportunities for redevelopment. The project includes traditional plan drawings to explore alternatives, as well as digital modeling to explore the impact of several active development proposals where proponents are requesting increases to density and height standards currently allowed by zoning.



Farmington Center Study | Farmington, Connecticut (2015)

Public participation centered on a three-day planning and design charrette attended by more than 500 residents. The highlight of the charrette was a Saturday morning workshop where residents broke into small groups to work with physical models of the study area. Each group was able to start with model pieces representing existing buildings, and work through various scenarios for infill development, street improvements and conservation. Working with the project committee, Dodson & Flinker synthesized the results of 12 group projects into a single recommended masterplan approach, and is working with the town to develop a detailed plan for implementation.



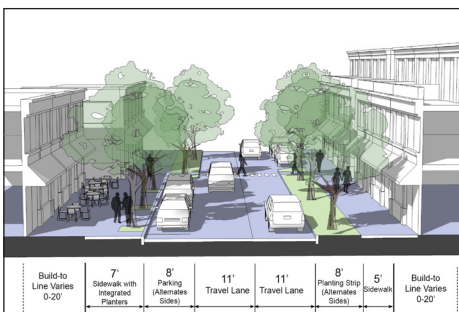
Form-Based Code | New Bedford, Massachusetts (2015)

Dodson & Flinker teamed with Brovitz Community Planning and Design and the Principle Group to create a form-based code for Downtown New Bedford and two outlying commercial corridors. Including an extensive public outreach process and multi-day charrette, the project will help preserve one of the most remarkable collections of historic architecture in New England while providing for the growth and change needed as the city continues on its path to revitalization and renewal.



Turner's Falls Downtown Livability Plan | Montague, MA (2013)

Dodson & Flinker won a 2013 Planning Award from Massachusetts APA for this visionary plan for downtown Turner's Falls, the historic center of Montague, Massachusetts. A variety of future growth and redevelopment scenarios were explored through a series of four Working Group meetings where stakeholders defined opportunities for redevelopment and developed a clear action strategy for implementation. The centerpiece of the process was a public design charrette where participants circulated among a series of stations devoted to separate themes of streetscape improvements, economic revitalization and marketing, parks and open space, historic preservation, etc.



Merrick Recovery Plan & FormBased Code | West Springfield, MA (2012)

In June 2011 a rogue tornado barreled across western Massachusetts, touching down in the historic Merrick District of West Springfield. Out of the devastation arose the opportunity to address long term planning and zoning issues that have long hampered rehabilitation and development. Dodson & Flinker led a series of public meetings to help the community identify valuable existing development patterns and to propose zoning changes that would encourage context sensitive redevelopment. Our work included neighborhood and streetscape analysis, a community masterplan, illustrated form-based zoning code and a final report.



REPRESENTATIVE LIST OF PAST AND CURRENT ENGAGEMENTS

Comprehensive Planning

- Littleton Master Plan
- Tewksbury Master Plan
- Westford Comprehensive Plan
- Dedham Master Plan
- Lincoln Comprehensive Plan
- Arlington Master Plan
- Sterling Master Plan

Zoning

- Southbridge Comprehensive Zoning Revision
- Bedford Great Road Zoning Revision
- Tewksbury Comprehensive Zoning Revision
- Littleton Senior Residential Development Bylaw
- Beverly Inclusionary Zoning Bylaw
- Lenox Zoning Bylaw Update
- Ayer Comprehensive Zoning Revision
- Comprehensive Zoning Update for Downtown Needham Master Plan

Judi Barrett

Barrett Planning Group LLC
6 Resnik Road, Suite 201
Plymouth, MA 02360
(781) 934-0073
www.barrettplanningllc.com

CONSULTANT & PUBLIC-SECTOR EXPERIENCE

Principal, Barrett Planning Group LLC, April 2017-Present. Small private consulting firm with 30 years of community planning experience. Judi Barrett has prepared numerous municipal comprehensive plans, neighborhood revitalization plans, community preservation and open space plans, zoning ordinances and bylaws, and housing plans, and is highly respected for her work in socioeconomic and fiscal impact analysis. In addition, she assists local boards as a peer reviewer and advisor, often in her capacity as a Massachusetts Housing Partnership (MHP) Chapter 40B Technical Assistance Consultant.

Director of Municipal Services, RKG Associates, Inc., May 2013 – April 2017.

Played an instrumental role in expanding RKG's practice in Massachusetts as part of a longer-term company plan to consolidate and reorganize its New England operation. Responsible for marketing, business development, project management, client relations, and supervising teams of RKG staff and subcontractors. Significantly expanded the firm's housing planning and public policy work. Projects ranged from comprehensive plans to major zoning revisions, housing plans, economic development plans and policy studies, conflict resolution, and training and technical assistance contracts. Served as principal author of MHP's new Chapter 40B handbook for zoning boards of appeal.

Director of Planning, Community Opportunities Group, Inc., March 1996 – April 2013.

Established and built a well-respected municipal planning practice for a small Boston-based firm that specializes in community development and housing. Planning group offered services in city and town planning, open space and recreation plans, housing and economic development plans, zoning, fiscal impact analysis, technical assistance, and capacity building. Also provided expert witness services for Chapter 40B comprehensive permit appeals. Won three planning awards from the Mass. Chapter of the American Planning Association.

Director, Community Development Fund, Executive Office of Community Development, June 1993 – March 1996.

Managed the Community Development Fund (CDF), the Commonwealth's largest set-aside of Community Development Block Grant (CDBG) funds for non-entitlement cities and towns. Directed annual application round, prepared application package and technical assistance materials, oversaw the review and awards process, and supervised grant compliance and grantee monitoring. Reported to Deputy Secretary of Community Development.

Community Development Administrator, Town of Plymouth. September 1988 – June 1993.

Responsible for developing a comprehensive community development department offering housing, economic development, park and open space, and other programs and services with CDBG and other funds. Oversaw the formation of Plymouth's "Main Street" program (Downtown/Waterfront), wrote the special legislation that created the Tourism Fund and Visitor Services Board, and provided staff support and technical assistance to numerous boards and commissions. Assisted with preparing master plans for the Downtown/Waterfront Area, North Plymouth, and Manomet.

Affordable Housing

Chapter 40B Technical Assistance
Consultant for Zoning Boards of Appeals
Brookline Housing Production Plan
Wellesley Housing Production Plan
Good Neighbors: Kingston Housing Plan
Brewster Housing Production Plan
Nantucket Affordable Housing Trust Strategic Plan
Falmouth Housing Demand Study and Needs Analysis
Amherst Tax Incentive Legislation for Affordable Housing Development

Fiscal & Economic Impact Analysis

National Development, Waterstone & Bridges at Lexington
Westwood Planning Board, University Station
Westford Multifamily Impact Analysis (for MHP and Town of Westford)
Dedham Planning Board, Legacy Place
Jeffrey Donohoe Associates, Impact of Relocating Military Personnel from Island of Guam
Town of Maynard, Powder Mill Place Chapter 40B Development
North Andover Community Development Department, Osgood Landing Chapter 40R District

Technical Assistance & Strategic Planning

Citizen Planner Training Collaborative (CPTC)
Comprehensive Curriculum Revision & Update
GrowSmart RI/Land Use Training Collaborative Strategic Plan
Nantucket Affordable Housing Trust Strategic Plan

EDUCATION

- Harvard University, Bachelor of Liberal Arts (cum laude). Concentrations: American Civilization and Government.
- Graduate coursework in American Studies, University of Massachusetts Boston; and Economics and Community Development at Harvard University and Tufts University.

PROFESSIONAL AFFILIATIONS & SERVICE

- American Planning Association (APA)
- APA-Massachusetts Chapter, Chair, Housing and Community Development Committee
- Congress of New Urbanism (CNU)
- Urban Land Institute, Boston/New England Chapter, Member, Housing and Economic Development Product Council
- Trainer, APA-MA AICP Exam Preparation Course: Economic Development, Public Participation Modules
- Trainer, Citizen Planner Training Collaborative (CPTC)
- Trainer, Neighborhood Revitalization Strategy Areas (NRSA) and Neighborhood Planning Strategies for HUD CDBG Grantees
- Guest Lecturer, Graduate Planning Courses, University of Massachusetts, Massachusetts Institute of Technology, Harvard Graduate School of Design.

RECENT CONFERENCE PRESENTATIONS

- APA National Planning Conference, 2015, 2016, 2017, 2018.
- ULI Housing Conference: Housing Opportunity, 2016, Boston, Massachusetts. "Affordability in the Suburbs: From Fair Housing to Community Opposition."
- APA Northeast Region Conference, 2015, Saratoga Springs, NY. "Getting Ahead of Demographic Trends."
- Southern New England APA Conference, 2011-2017
- Massachusetts Housing Institute, 2014, 2015, 2018
- Cape Cod Housing Institute, 2017, 2018, 2019

Qualifications & Experience: Zoning

Representative Examples of Zoning Work

- Bedford "Great Road" Hybrid Form-Based Code
- East Millbury/Rte. 122 Commercial District (New District)
- Easton Five Corners/DIF District Rezoning (New District/Subdistricts)
- Medway Zoning Bylaw (Complete Rewrite)
- Lenox Zoning Bylaw (Complete Rewrite)
- Salisbury Village Center District
- Salisbury Village Residential District
- Northborough Zoning Bylaw (Complete Rewrite)
- City of Beverly Inclusionary Zoning Ordinance
- Watertown Zoning Ordinance Residential Districts Update
- Needham Center Overlay Districts (Comprehensive Revision; Needham Center Plan Implementation)
- Tewksbury Zoning Bylaw (Complete Rewrite)
- Shirley Zoning Bylaw (Complete Rewrite)
- Ayer Zoning Bylaw (Complete Rewrite)
- Littleton Senior Residential Development Bylaw
- Salisbury Beach Overlay District (Comprehensive Update)
- Littleton Accessory Dwelling Unit Bylaw
- Northfield Zoning Bylaw (Complete Rewrite)
- Southbridge Zoning Bylaw (Complete Rewrite in Progress)
- Bellingham Pulaski Boulevard Rezoning
- Boylston Route 140 Corridor (Comprehensive Zoning Revision)
- Shewsbury Lakeway Overlay District (Route 9)
- Shrewsbury Inclusionary Zoning
- Groton Business Districts (Comprehensive Zoning Revision, Master Plan Phase II (Implementation Services))
- Easton Queset Mixed-Use District
- Merrimac Zoning Bylaw (Comprehensive Revision)



Community Planning & Neighborhood Development
Zoning & Regulatory Reform
Housing Policy & Planning
Fiscal & Economic Impact Analysis



Framingham Housing Study



Great Road Zoning Project, Bedford

Bob Mitchell FAICP

151 Tremont Street Suite 23A, Boston MA 02111

MitchellFAICP@gmail.com (c) 617-512-9751

Professional Experience

Robert P. Mitchell FAICP – Planning Consultant - planning, land use, zoning, housing, strategic plans, meeting facilitation, & training programs for public officials.

Mass. Office of Housing & Economic Development – Special Assistant for Planning

Mass. Office for Commonwealth Development – Special Assistant for Sustainable Development

Town of Amherst MA - Planning Director

UMass. Dept. of Landscape Architecture & Regional Planning – Adjunct Professor

Planning Consultant

- Co-Author – *The 2020 Guidebook to Massachusetts Land Use*, a comprehensive guide to state planning, zoning, subdivision and other regulations, statutes and court decisions.
- Town of Hopkinton - *Vision Plan* - co-author
- Town of Reading - *Housing Production Plan* – co-author
- Town of Reading – Affordable Housing Trust report.
- Towns of Falmouth, Kingston, Tewksbury, Arlington, and Bedford - Zoning Bylaw audits, targeted zoning amendments, recodifications, and bylaw rewrites. (Co-authored)
- Town of Winchester– Comprehensive Plan creation (1st since 1953) – Consultant team member
- Citizen Planner Training Collaborative – Wrote Strategic Plan; CPTC Workshop trainer – 25 yrs.
- MA Chapter of the American Planning Association – Strategic Plans – co-author; Board of Directors meeting facilitations
- Northern New England APA Chapter– Strategic Plans – author; Executive Committee meeting facilitations

Commonwealth of Massachusetts

- Training of public officials & planners re: master planning; strategic planning; sustainable development; visioning plans; zoning tools & techniques; and housing.
- Chaired Interagency Sustainable Development Task Force that created *Smart Growth/Smart Energy Toolkit*

- Co-managed creation of *South Coast Rail Regional Economic Development and Land Use Plan*
- Co-managed Commonwealth Capital/Smart Growth program for cities & towns

Town of Amherst - Created a progressive, robust, award winning planning program & department for the Town;

- Master Plan Development;
- Authored, audited, and recodified numerous zoning bylaw rewrites & updates (bylaw organization, village center zoning, design standards, signs, flexible open space zoning, corridor districts, farmland protection, flexible dimensions, downtown zoning, housing measures, TOD zoning and more);
- Strategic Plans for downtown, agriculture, housing, village centers
- Established and administered regional CDBG program

American Planning Association - Co-authored & a speaker - National Web-based training programs

- *Staffing the Effective Planning Commission;*
- *Mastering Meeting Management;*
- *Ethics for Planning Commissions;*
- *Creating Successful Meetings;*
- *Managing Complex Relationships*
- *Planning Ethics*

Education

Master of Regional Planning, University of Massachusetts

Bachelor of Arts, Providence College

Professional Affiliations, Activities & Awards

- Fellow of the American Institute of Certified Planners (FAICP)
- Member of the American Planning Association
- Member of MA Chapter of American Planning Association (Past President & current Chair – Sustainable Development Committee)
- Member of Mass. Association of Planning Directors (Past President)
- Planning Commissioner – Pioneer Valley Planning Commission 1985-2004
- Council Member – Metropolitan Area Planning Council (Boston) 2006-2015
- Charles Downe Memorial Award for Distinguished Service
- MA Chapter - APA - Distinguished Service Awards (3)
- UMass – LARP Distinguished Alumni Award
- Planning Accreditation Board – Outstanding Site Visitor Award